

# CAROL S. TAKAO, Ph.D.

## EDUCATION

Ph.D. December 2009, Arizona State University, Department of Sociology

Research/Comprehensive Exams: Higher Education, Race & Ethnicity and Social Psychology

Dissertation: Examining a Higher Education Racial Project in Arizona: The Associations of Racial Identity on Asian American Academic Outcomes

M.A. March 1996, California State University, Hayward (East Bay), Department of Sociology

Thesis: The Koto--An Instrument of Persistence in Japanese-American Culture

B.A. September 1990, University of California, Los Angeles, Department of Sociology

## ACADEMIC & TEACHING SERVICE EXPERIENCE

**University of California, Berkeley Extension – Instructor, (Spring, 2017 - present)**

Graduate Certificate in Student Affairs & Higher Education Administration; Course: Academic and Student Affairs Organizations

**Arizona State University – Over 7 Years of Facilitation & Teaching at the University Level**

- Undergraduate Academic Advisor, Department of Sociology
- Faculty/Teaching Associate and Head Teaching Associate, Dept. of Sociology & First Year Experience Program
- Courses: Soc 470-Racial & Ethnic Relations, Soc 301-Principles of Sociology, Soc 101-Intro Sociology and ASU 101-The ASU Experience
- Undergraduate Honors Thesis Committee Member, Barrett's Honors College
- Facilitator, Voices of Discovery and Asian LEAD Academy
- Graduate Student Research Director, Campus Racial Climate Survey Project
- Guest Lecturer, HED 691-Academic/Student Affairs Collaboration; Assessment & Planning

## PROFESSIONAL EXPERIENCE - University of California

**Sept 2014 – Present**

**UC San Francisco, Assistant Vice Chancellor, Student Life, Student Academic Affairs**

- Provides strategic leadership and planning for Student Life units that deliver programs & services to enhance student learning and professional growth: Student Conduct, Student Success Initiatives, Student Advocacy, Veteran Support Services, Student Media, Basic Needs/Student Food Market, First Generation Support Services, Respondent Support, Student Activities/Government; serves on executive team and as primary advisor on student matters to the Vice Chancellor, representing her at selected programs, committees, and events, including at UC systemwide Council of Vice Chancellor's of Student Affairs; manages \$1.9M operating budget with approximately 13 professional and student staff, performing on-going evaluation and assessment to ensure responsible resource allocation through the creation of diverse, innovative programs that enrich the overall student experience. Facilitates new funding to support programs, including fundraising opportunities and grants. Oversaw successful conceptualization and construction of \$2.0M Student Success Center.
- Collaborates with education vice/associate deans, graduate program directors, and students to assess the needs for academic support services, counseling, and programming by promoting collaborative working relationships among units to maximize resources and prevent duplication of efforts. Leverages technology to streamline and increase efficiencies in the quality of the overall service delivery experience. Represents student interests on diverse ad hoc policy committees and special campus projects and initiatives. Leads First Gen to College and Student Success Initiatives to empower diverse students by encouraging help-seeking in an inclusive, de-stigmatized, success-oriented environment that values learning; fosters cultural competencies and advocacy to ensure diverse student needs are met.
- Provides comprehensive support for the Graduate & Professional Student Association (GPSA) and to over 180 Registered Clubs and Organizations, (RCO), as well as to diverse student annual events and activities, building a sense of community and fostering inclusion. Advises student leaders and RCO's regarding program planning, organizational development, budget requests, use of funding, risk and liability assessment. Updates and maintains the UC Policies Applying to Campus Activities Organizations and Students (PACAOS), in coordination with the UC Office of the President, Legal Affairs and UCSF Policy Review Board, including: Student Code of Conduct, funding guidelines and procedures for student initiated activities, review and approval of requests to register clubs and organizations, insurance for student initiated activities, student requests for use of alcoholic beverages, and use of University branding guidelines.
- Collaborates with Legal Affairs, Title IX, Risk, Threat Management Team, Housing, UCPD, Academic Affairs and others to ensure campus policies and procedures follow national and system best practices, as well as maintain compliance to UC, federal and state mandates, laws and regulations. Chaired campus workgroup on creation of new Interim Expressive Activities policies and guidelines. Works with Campus Counsel and the Office of Civil Rights to respond to formal and legal complaints from and about students.
- Collaborates with partners to provide educational outreach and professional development to the campus community around issues of Clery, Title IX, VAWA and other regulatory mandates, and also leadership in updates surrounding case law, case studies and intersections of compliance and best practice. Chairs the Coordinated Community Response Team for Sexual and Gender-Based Violence and Misconduct, which is responsible for a campus collaborative approach to preventing and addressing sexual misconduct, serving in an advisory capacity to campus leadership and community members about best practices in policies, education, prevention and response to sexual misconduct. In coordination with TIX, oversees the student sexual misconduct adjudication process and serves on the Case Management Team to ensure TIX policies and procedures are trauma-informed, timely and transparent.
- Serves as the primary coordinator of student critical incident response, chairing the Students of Concern Committee, a campus-wide group comprised of representation from across the university to coordinate holistic response and whenever possible, proactively case manage to mitigate against escalation. Serves as affiliate member of the Threat Management Team for all student related matters and as member of the UC system-wide Behavioral Intervention Team Leadership Council.

- Plays key role in creating a responsive campus environment in which student issues and concerns are constructively addressed through service and leadership on various standing campus-wide advisory committees including: Chancellor's Council, Chancellor's Student Service Fee Advisory Committee, Campus Family Services Committee, PACAOS Policy Review Board, Council on Campus Climate, Culture, and Inclusion, Student Affairs Committee, Chancellor's Advisory Committee on Disability Issues, Campus Housing Advisory Committee, Transportation Services Advisory Committee, Public Safety and Emergency Management Advisory Group and others.
- Meets quarterly with other UC Assistant Vice Chancellors/Deans of Students, representing UCSF in annual UC System-wide projects and other ad-hoc program initiatives. Meets quarterly with the leadership from the UC Case Managers, Student Life Directors, Respondent Support Coordinators, Conduct Directors, Behavioral Intervention Teams and plays a leadership role in representing UCSF on the ongoing UC Sexual Violence and Sexual Assault Task Force Workgroups, serving on various diverse functional work groups to ensure compliance to appropriate recommendations, as well as to advocate for campus interests.

#### **May 2012 – Sept 2014 Associate Director, UC Berkeley, Financial Aid & Scholarships Office, Student Affairs**

- Served as executive management team member, acting Assistant Vice Chancellor/Director in her absence, participating in institutional and federal policy interpretation and application, development of institutional packaging policies and strategies for recruitment and retention of diverse students to ensure compliance with financial aid policies and programs with applicable laws, regulations, policies and terms.
- Co-chaired divisional strategic planning committee (student focus), served on Student Affairs Strategic Planning Initiative Core Team to develop long term vision that guides the work of over 1,200 staff, led divisional alignment with the university's Equity and Inclusion Strategic Plan and University Metrics Pilot.
- Liaised to Graduate Division & Professional Schools, Athletics and Cal Student Central; served as divisional representative on institutional committees and initiatives focused on enhanced customer service, streamlined delivery systems and leveraged resources and technology, including Operational Excellence-One Stop Shop, Schools & Colleges, University Metrics Project, Registration Task Force, SIS, Yield Task Force, Planned Leave of Absence Committee, International Student Services Implementation Group, Advising Council and others.
- Created innovative new collaborative programs and advisory groups such as for Satisfactory Academic Progress, Financial Literacy and others; in collaboration with academic leadership, secured endorsement for campus wide mandatory advisor training on financial aid.
- Served as faculty interviewer to select, recruit and mentor Regents and Chancellors Scholars.
- Demonstrated inclusive, collaborative management style and administrative leadership for up to 19 FTE, including supervision and performance evaluation of diverse management, professional, represented and student staff.
- Provided effective resource management and internal controls in fast-paced, high volume environment awarding nearly \$600 million in aid annually; participated in annual financial and programmatic audits; planned utilization of federal, state, university and agency funds; determined effective distribution of funds, given availability, government awarding parameters and University goals.
- Directed implementation of procedures and work flow to ensure excellent service to students and parents as well as internal and external partners in relation to all daily operations for federal and state programs, fiscal management, assessment, counseling, departmental scholarship awarding system, private loan certification, AmeriCorps and other financial aid programs.
- Managed all departmental communications to strategically align with divisional priorities and goals; including redesign of Drupal site.
- Envisioned and designed department-wide professional development program and plan for over 50 professional staff.

#### **PROFESSIONAL EXPERIENCE - Arizona State University, Positions Held & Summary of Experience and Accomplishments**

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|--------------------------------|--|
| • Sept 2008 – May 2012         | Director, Financial Aid/Scholarship Svcs, Enrollment Management/Univ Provost (appointed) |
| • June 2005 – September 2008   | Director, Educational Development, Student Affairs (appointed)                           |
| • August 2004 – June 2005      | Associate Dean, Student Life, Student Affairs (appointed)                                |
| • October 2003 - August 2004   | Assistant Dean, Student Life, Student Affairs (appointed)                                |
| • August 2002 - October 2003   | Executive Coordinator, Student Life, Student Affairs (appointed)                         |
| • September 2001 - August 2002 | Coordinator, Student Life, Student Affairs (appointed)                                   |
| • September 2000 - Sept 2001   | Interim Assistant Dean, Student Life, Student Affairs (appointed)                        |
| • April 2000 - September 2000  | Program Coordinator, International Student Office, Student Life,                         |
| • Aug 1999 - Apr 2000          | Program Coordinator, AZ Prevention Resource Center, Student Affairs                      |
- Earned Doctorate in Sociology with completed study on student development and success, examining the associations of racial identity on Asian American academic outcomes. As academic advisor and faculty associate, maintained high academic standards, strived to develop curricula that incorporated complex concepts and challenged students to apply that knowledge in their lives. Over twelve years experience working with graduate and undergraduate student governments and organizations and fostering connections to the university.
  - Over eleven years of demonstrated inclusive, collaborative management and administrative leadership to numerous units, including recruitment, hire, supervision and performance evaluation of management and personnel that numbered as many as 50 diverse staff & 50 student workers. Implemented workforce and professional development programs, in collaboration with HR, focused on alignment of professional goals with divisional priorities and improved customer service; developed employee recognition program for staff excellence.
  - Over eleven years of demonstrated effective resource management and internal controls working in collaboration with Business Services; as well as for operational and personal service budgets that totaled over 3.2 million dollars from the following types of funds: state, local, fee revenue, grant and foundation accounts. Evaluated workflow processes; proposed and secured approval for numerous budget and organizational restructurings that resulted in identifying efficiencies and significant salary and operational savings through the creation of advancement opportunities for existing staff to leverage their strengths and ensure their retention.
  - More than fifteen years of experience creating a culture of evidence through the alignment of work plans, staff evaluation tools, assessment and service measures with the university and divisional strategic plans to make data-driven decisions; served on or led various

departmental, divisional and university assessment and student access and retention committees to develop strategic priorities, planning and goals. Developed a critical ability to analyze policies, procedures and data to enhance direct services to students by creating efficiencies through implementation of technological advancements. Excelled in both qualitative and quantitative research methods completing graduate course work in Applied Regression and Categorical Data Analysis utilizing SPSS, as well as Computer Assisted Qualitative Data Analysis. Maintained a robust schedule of queries and distributed data utilizing PeopleSoft, Excel and other databases, analyzing results and developing various reports and proposals in support of university priorities. Directed faculty research.

- More than ten years championing access for diverse students, partnering with local school districts, community colleges and community organizations to facilitate transition programs for first generation and/or low-income students, serving as liaison and on advisory committees; provided community outreach and support through campus enrichment activities to local schools, as well as in partnership with the IIE to host Fulbright Scholars in local high schools; facilitated primary support for scholarships and assessment for numerous outreach programs that support K-12 pipeline such as for the Hispanic Mother Daughter Program and Upward Bound. Collaborated with faculty and administrators to develop cultural immersion programs that fostered multicultural competencies in campus stakeholders and to facilitate co-curricular involvements and internship opportunities to ensure curricular, co-curricular and technological access.
- Over ten years of experience leading International Student Services and as the Principal Designated School Official and Alternate Responsible Officer, with over seven years coordinating institutional immigration compliance at a top 25 international student enrolling institution, across four campuses, in a highly decentralized organizational structure. Working closely with General Counsel and impacted stakeholders, developed and instituted numerous university policies and procedures related to international issues, international academic agreements, or study abroad programs as well as those that managed legal and fiscal risks. Worked closely with faculty and deans to facilitate student access and success; worked in partnership with IIE, consular officials and corporate sponsors to support students and resolve high level issues, including with SEVP and Homeland Security officials. Served as coordinator for visiting Fulbright Russian International Education Administrator program practicum, developed campus enrichment programs, as well as supported international student organizations, leading efforts in the development of the International Student Coalition.
- Over eight years of demonstrated experience in enrollment management and financial aid, serving as executive management team member, participating in institutional and federal policy interpretation and application, development of institutional packaging policies; supported institutional need based scholar programs. Participated actively in student retention activities by providing consultative support to Scholar Recruitment and International Student and Transfer Admissions, including case management, recruitment of national scholars and working in collaboration with the Academic Advisory Board on outreach efforts to at-risk scholars. Provided leadership for university-wide special projects including automation of Student Award Authorization for enhanced access to scholarship opportunities for diverse students. Provided effective resource management and internal controls for university disbursements totaling over \$100 million in merit and need based university and private donor scholarships in state allocations, pass-through and foundation endowment accounts; budgeted and forecasted earnings for numerous accounts to prioritize awarding, in compliance with applicable federal and state laws, as well as institutional policies. Fostered excellent working relationships with private donors, the ASU Foundation, K-12 school districts, community groups, Tribal representatives, Latino Partnership Scholarship Program managers, academic units and others in the administration of programs in support of student recruitment and success. Worked in collaboration with student athletes, Intercollegiate Athletics and Faculty Athletic Representative as non-voting member of the Athletic Grant-in-Aid Appeal process.
- Over six years of directing the Disability Resource Center serving a diverse population of over 1,300 graduate and undergraduate students with disabilities, including serving as Principal Investigator for a TRiO SSS grant to support students not historically on track to pursue post-secondary education, particularly students with disabilities; Chaired University Accessibility Task Force resulting in significant enhancements to students with disabilities support, including leveraging resources to standardize learning labs and assistive technology software across all four campuses, in partnership with campus IT.
- More than eight years of experience providing key leadership to multi-campus crisis management response teams comprised of representatives from university, while working proactively to manage critical issues prior to escalation; presented nationally at numerous professional conferences on crisis communication and response models and its dissemination to stakeholders. Demonstrated experience with laws pertaining to student information, privacy and reporting. Collaborated with Media Relations to develop press releases during times of crisis, serving as media contact and print and web content publications coordinator/liaison for numerous organizational units. Authored or contributed to numerous institutional reports on behalf of the university.
- Appointed as lead for numerous university- or division-wide initiatives and as a representative of university administration on various statewide agency and institutional taskforces focused on safety and access including, but not limited to: Statewide Task Force-Arizona Department of Health Services, Office for Children with Special Health Care Needs Integrated Services Grant, Statewide Task Force-Independent Living, Nina Mason Pulliam Advisory Committee and CONACYT working group. More than ten years of experience identifying issues and recommending implementation of systemic improvements that enhance service to stakeholders, including partnering on institutional retention efforts with academic advisors. Coordinated work across multi-campus, tri-university system and regionally for consistency. Represented campus executives to resolve high level, sensitive issues involving students, parents, staff and faculty.
- Over eleven years of institutional, multi-year, multi-campus project and program administration from conception, planning to final execution, within established timelines and budgetary constraints, including excellent problem solving, political acumen and leadership to address complex policy interpretation, efficient leveraging of resources for technical/database implementation in collaboration with executive and staff teams from across campus, state and Federal legislative liaisons and others; served as Subject Matter Expert for ASU's People Soft conversion. Projects required complex policy interpretation, understanding of state and campus cultures and addressed university compliance to applicable policies or state/federal laws, as well as facilitation of community buy-in for the changes.

## **SELECTED WORKSHOP/CONFERENCE PRESENTATIONS (by topic, year and organization(s))**

First Generation Students	UC (2018)
Student & Academic Affairs Collaboration	College Board (2014), NACADA (2014), ASU CLTE (2002, 2001)
Collaborative Leadership	APAHE (2013), AAAS (2003), AAFSA (2003)
Enrollment Management	NASFAA (2013)
Graduate Education	AKD (1998), ASU Grad College (1998, 1995)
Tribal Education (institutions)	4 <sup>th</sup> Summit of Community Colleges, Indian Nations & Tribes (2012)
Tribal Education (students)	4 <sup>th</sup> Summit of Community Colleges, Indian Nations & Tribes (2012)
Faculty/Staff Associations	APAHE (2007), APAHE (2002)
Traumatic Brain Injury	Transition Conference (2006)
Student Risk Management	AIE (2006), NIRSA (2004)
Crisis Management	NASPA (2006), NAFSA (2004, 2002)
Immigration/International Education	NACUA (2005), NAFSA (2003, 2002, 2000), College Board (2003), Arizona Town Hall- President's Advisory Commission on Asian Americans & Pacific Islanders (2002)
Japanese American Internment	AZ Humanities Council (1998)

## **SELECTED PAPERS**

Moderator/Paper Session Organizer, Pacific Sociological Association Annual Meeting, "Race and Ethnicity in Higher Education," April 2002  
Moderator/Paper Session Organizer, Pacific Sociological Association Annual Meeting, "The Intersection of Race, Gender, and Sexuality: Red Light or Green Light for Voice, Narratives and Activism?" April 2001  
Paper presentation, "Racial Gaps in Academic Ranks among Scientists," Stephen Kulis and Carol Takao-McIntyre, American Sociological Association, Annual Meeting, Chicago, Illinois, August 1999  
Moderator/Paper Session Organizer, Pacific Sociological Association Annual Meeting, "Emergent Cultural Practices: Retained, Evolving, and Discarded," April 1999  
Paper presentation, "The Missing Link in Japanese-American Narrative: A Theoretical Examination of the Kibei Experience," Pacific Sociological Association, Annual Meeting, San Diego, California, April 1997  
Paper presentation, "The Koto: An Instrument of Persistence in Japanese-American Culture," Pacific Sociological Association, Annual Meeting, San Francisco, California, April 1995

## **SELECTED COMMUNITY EDUCATION AND SERVICE (ACADEMIC AND GENERAL)**

### ***Academic – Over 20 years of service to promote diversity and access in education***

Mentor/Lead, Fulbright Russian International Education Administrator program practicum  
Committee Member, Pacific Sociological Association, Committee on the Status of Racial and Ethnic Minorities  
Graduate Student Representative to Undergraduate Faculty Committee, Arizona State University  
Member, Maricopa Community College District, Office of the Chancellor, Community Outreach and Retention Grants Review Committee  
Member, Arizona State University, Asian Lead Academy, Curriculum Committee  
Board Member, Arizona State University, Asian Lead Academy Advisory Board  
Treasurer and Board Member, Brain Injury Association of Arizona  
Chairperson and Student Advisor, California State University, Hayward, Graduate Student Committee

### ***Campus and Community Leadership – Over 19 years of campus and community leadership and service***

ACPA, Nominations & Elections Task Force Member  
CCPA, Member at Large  
ASCA, Annual Conference Program Reviewer  
Campus and System-wide APA Faculty Staff Associations (Active Member, President, VP, Treasurer, Secretary, Committee member)  
Brain Injury Association (Board Member, Treasurer, Executive Committee, Strategic Planning)  
ASU Commission on the Status of Women (Dean of Students liaison, co-chair Outreach/Advocacy, Executive/Self-Assessment Committees)  
Arizona Humanities Council, Transforming Barbed Wire Remembrance Conference Planning Committee  
NAFSA, Association of International Educators, (member and committee chair) Region II, Bi-Regional (volunteer)

### ***Scholarships – Over 20 years of promoting access through Student Scholarships***

Faculty Interviewer/Mentor – UC Berkeley Regents' and Chancellor's Scholarship Program  
Scholarship Committee Member, Nisei Student Relocation Commemorative Fund, Phoenix  
Executive Board Member, Arizona State University, Asian American Student Scholarship Program  
Chair, Arizona State University, Asian/Asian American Student Scholarship Program Screening Committee  
Freshman & Community College Scholarship & True Bruin Outstanding Senior Award Reader, UCLA Alumni Association, Bay Area Bruins

### ***Student Affairs – Over 20 years as a volunteer mentor to underrepresented, low-income, first generation students***

Mentor, NASPA Undergraduate Fellows Program, University of California, Berkeley & Arizona State University  
Mentor, Obama Scholars Program, low-income student retention program  
Mentor, Arizona State University, Maroon and Gold Scholarship, 1<sup>st</sup> generation/low income student retention program  
Mentor, Arizona State University Graduate College, nominated by department to mentor incoming minority M.A. sociology students

Community College Transfer Student Advisor, UCLA Alumni Association

### **SELECTED SPECIALIZED TRAINING**

November 2017 WAVR-21 Training, Third Edition, Mountain View, CA  
October 2017 Family Violence Law Center, Domestic Violence Training  
August 2016 San Francisco District Attorney's Office, Campus Sexual Assault Training  
February 2016 California Department of Justice, Campus Sexual Assault, DV/Dating Violence & Stalking Training  
February 2016 Specialized Training Services, Reid Meloy, Advanced Threat Assessment and Threat Management Training  
July 2015 Forensic Consulting, David Lisak, Non-Stranger Sexual Assault Cases: Trauma-Informed Training for Investigators  
June 2015 Gehring Academy, Foundations of Professional Practice  
May 2015 National Undocumented Student Conference UCOP  
March 2015 UC System wide, Title IX Investigators Training Course  
February 2015 UC Berkeley, National SVSA Conference  
January 2015 The National Center for Campus Public Safety, Trauma Informed Sexual Assault Investigation and Adjudication  
November 2014 NABITA: Management and Treatment Approaches For The BIT Certification  
September 2014 UCSF VETNet Ally Training  
April 2014 University of California, UnDocuAlly Training  
Nov 2013 University of California Financial Aid Leadership Institute  
May 2013 Certificate, Leadership in Enrollment Management, University of Southern California, Rossier School of Education, Center for Enrollment, Research, Policy and Practice

**COMPUTER SKILLS** Microsoft Office Suite; PeopleSoft; FSA Atlas (SEVIS), ImageNow, Salesforce